GREAT LAKES PILOTAGE AUTHORITY

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SUMMARY

OF THE CORPORATE PLAN

2010 to 2014

Approved by the Board
October 29, 2009

Includes:

Operating Budget – 2010

Capital Budget - 2010

GREAT LAKES PILOTAGE AUTHORITY
SUMMARY OF 2010-2014 CORPORATE PLAN

MANDATE

The objectives of the Authority are to establish, operate, maintain and administer a safe and efficient pilotage service within designated Canadian waters. The *Pilotage Act* provides that the pilotage tariffs shall be fair, reasonable and sufficient and, together with any revenue from other sources, shall permit the Authority to operate on a self-sustaining financial basis.

BACKGROUND

The Great Lakes Pilotage Authority, Ltd. was established in February 1972 pursuant to the *Pilotage Act*, incorporated as a limited company in May 1972, and was continued under the *Canada Business Corporations Act*. Until October 1st, 1998, it operated under the name of Great Lakes Pilotage Authority, Ltd. Pursuant to the *Canada Marine Act*, which received Royal Assent on June 11 1998, the name of the Authority was changed to Great Lakes Pilotage Authority and the Authority is deemed to have been established under subsection 3(1) of the *Pilotage Act*. The Authority is a Crown corporation listed in Schedule III, Part I of the *Financial Administration Act*. On October 1st, 1998, the Authority ceased to be a subsidiary of the St. Lawrence Seaway Authority and has surrendered its charter under the *Canada Business Corporations Act*.

POWERS

To carry out its responsibilities the Authority has made regulations, approved by Order-in-Council, pursuant to the *Pilotage Act* for:

1. The establishment of compulsory pilotage areas.

2. The prescription of the ships or classes of ships subject to compulsory pilotage.

3. The prescription of the classes of pilot licenses and classes of pilotage certificates that may be issued.

4. The prescription of the tariffs of pilotage charges to be paid to the Authority for pilotage services

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In addition, the Authority is empowered by the *Pilotage Act* to:

1. Employ such officers and employees, including licensed pilots, as required.
2. Contract with a body corporate for the services of licensed pilots.
3. Make by-laws respecting the management of its internal affairs.
4. Purchase, lease or otherwise acquire land, buildings, pilot boats and such other equipment and assets as may be required and to dispose of any such assets acquired.
5. Borrow money for the purpose of defraying the expenses of the Authority.
6. With the approval of the Minister of Finance, invest any money not immediately required for the purposes of the Authority in bonds or other obligations of or guaranteed by Her Majesty in right of Canada and Provincial Treasury Bonds guaranteed by the Provincial Governments.

CORPORATE OBJECTIVES

The Authority's corporate objectives are summarized as follows:

- To provide economic, safe, reliable and comprehensive marine pilotage and related services in its region of responsibility.
- To promote the effective utilization of the Authority's facilities, equipment and expertise through the productive application of these resources in such activities and geographic areas as may be appropriate in the interest of safe navigation.
- To provide the above services within a commercially-oriented framework directed toward achieving and maintaining financial self-sufficiency at the least cost to the user.
- To be responsive to the Government's environmental, social and economic policies.

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DESCRIPTION OF THE OPERATIONS

The Authority operates in the interest of safety, a marine pilotage service in all Canadian waters in the Provinces of Ontario, Manitoba and in Quebec south of the northern entrance to the St. Lambert Lock.

Services are provided through the performance of pilotage assignments to those vessels entering the region which are subject to compulsory pilotage by pilots employed by the Authority, using pilot boats contracted by the Authority and dispatch services, both controlled through Pilotage Headquarters at Cornwall.

The Authority must co-ordinate its efforts and operations with a number of other organizations such as The St. Lawrence Seaway Management Corporation and the United States Seaway Development Corporation, who operate the lock facilities, and maintain traffic control systems within the Region; the Canadian Coast Guard, who provide aids to navigation and the United States Coast Guard, who are responsible for the United States pilotage matters in international waters.

The Great Lakes Pilotage region is divided as follows:

- Cornwall District
- International District No. 1
- Lake Ontario
- International District No. 2 (including the Welland Canal)
- International District No. 3 (including Lakes Huron, Michigan and Superior)
- The Port of Churchill, Manitoba

CORPORATE GOVERNANCE

Corporate Governance is the process of establishing and monitoring, the policies and procedures which will ensure the stewardship of the business and affairs of the Authority, including financial viability.

The Authority's Board of Directors is comprised of a Chairman, two Pilot representatives, two Shipping Industry representatives and two representatives of the public interest. This structure provides effective channels of communication and encourages better understanding of the requirements of the major users.

The Canada Marine Review Panel has recommended that the present Board

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structure be included in the *Pilotage Act*.

The Chairman and two Board members are also designated as members of the Audit Committee. At regular meetings, the Audit Committee reviews the financial performance of the Authority. After the Audit Committee's review, the financial statements are presented at the meeting of the Board of Directors for formal acceptance.

During 2008, the Board of Directors engaged the services of a professional accounting firm to serve as internal auditors of the Authority.

The Authority complies with the Treasury Board guidelines on corporate governance practices.

EXECUTIVE SUMMARY

The Authority's corporate objectives are summarized as follows:

- To provide economic, safe, reliable and comprehensive marine pilotage and related services in its region of responsibility.

- To promote the effective utilization of the Authority's facilities, equipment and expertise through the productive application of these resources in such activities and geographic areas as may be appropriate in the interest of safe navigation.

- To provide the above services within a commercially-oriented framework directed toward achieving and maintaining financial self-sufficiency at the least cost to the user.

- To be responsive to the Government's environmental, social and economic policies.

These objectives are established in the *Pilotage Act* 1972 and have been embraced by the Board of Directors as recent as the last Strategic Planning meeting held in June 2008.

The Authority has been significantly affected by the recent economic downturn as its traffic volume has been reduced by over 50% in the period stretching from September 2008 to October 2009. This unprecedented traffic reduction in the Great Lakes is linked directly to the American and Canadian steel industry slowdown which has caused the regular steel trade in the Great Lakes to be curtailed significantly.

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The Authority took drastic cost cutting measures in June 2009 where it eliminated 15% of its manpower and associated costs as well as deferring wage increases, training expenses and other costs. The Authority worked directly with the stakeholders to determine the level of service required for the future once the economic conditions returned to past patterns. This exercise resulted in implementing an increase to the temporary tariff surcharge from 6% to 15% on all assignments after August 18, 2009 which will continue until December 31, 2010. Traffic for the period of October 2009 and beyond have shown a slight improvement but not sufficient to permit the Authority to operate 2009 in a surplus position.

The forecast for 2009, given this significant traffic reduction, is for the Authority to incur an operating loss of $1,799,000. This loss will be funded with its current line of credit which reached almost $3,000,000 at some point during the year. This line of credit will need to be extended to $6,000,000 in 2010 to meet the Authority's cash flow requirements.

The 2010-2014 Corporate Plan is prepared in an uncertain and volatile economic environment although the economic conditions are expected to improve most experts forecast a recovery over a long period. A tariff increase of 3% is scheduled for 2010 and for every year of the planning period as the Authority's accumulated deficit now in place will be eliminated in the next five years, therefore operations must be returned to a surplus position in 2010 and for the planning period.

Tariff increases for 2010-2014 planning period are expected to be set at a level which will permit the Authority to eliminate during the period, its accumulated deficit estimated to be $5,400,000 at December 31, 2009.

The Authority is planning on amending its *Great Lakes Pilotage Regulations* relating to exemptions for Canadian ships. The amendment will allow for a 3 year transition period which will result at the end of this period in the elimination of the 37 year old exemption system for Canadian ships. This will address the Auditor General of Canada's recommendation made in the 2008 Special Examination Report to the Authority in which a deficiency in the existing exemption system was highlighted.

In 2009, the Authority deferred its internal audit project which was to determine whether the existing management practices and provisions adequately consider the quality and reliability of outsourced pilot boats to reduce the risk of delays in service. This exercise was deferred one year in order to reduce the Authority's professional fees by $50,000 as the forecasted 2009 operations deficit increased significantly due to the reduction in traffic caused by the recession. It is the Authority's intention to complete the internal audit in 2010 to comply with the provision in the *Financial Administration Act* related to internal audits.

All collective agreements now in place for the office employees and the four pilot groups are not subject to renewal until 2011 and 2012 respectively, therefore, no collective bargaining will be performed in 2010. The management staff will follow the requirements of the *Expenditure Restraint Act* for 2010 and be limited to wage increases of 1.5%

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The Authority has reduced its manpower by 15% in 2009 in reaction to the traffic reduction and is planning on maintaining its manpower at this reduced level for the beginning of 2010 as a slight increase in traffic is forecasted. The Authority will determine and adjust manpower levels during the year once 2010 traffic patterns are established.

The 2009 capital budget expenditures were deferred until 2010 due to the financial impact of the slow economic conditions. The Authority will be incurring capital expenditures in 2010 to refresh its head office location. A budget of $50,000 has been set aside for this with no other major capital project forecasted.

REVENUE AND TRAFFIC

The Authority operates in an environment where a number of factors can affect its operation significantly. Some of these factors are: grain exports, steel imports/exports, Canadian/American economy, the China factor, the value of the Canadian dollar and the world credit crisis. Anyone of these factors could impact the Authority's vessel traffic in the Great Lakes which in turn could impact Pilotage revenue and profitability of the Authority. The factors on their own or in concert with each other cannot be forecasted with any accuracy and leaves the Authority waiting to see the effects once changes in the environmental factors is experienced. The industry and users have indicated that they are willing to fund pilotage during the periods when demand is low as they cannot afford any delays when demand increases. We have seen that in times when demand increases slightly (1%) delays can increase significantly which becomes very costly to the users.

The Authority forecast inflation to be at 2% per year for the planning period and interest rates to be at the same level as 2009. The impact of interest rates on the Authority's plan is in the form of interest charges on its line of credit which are included in the expense section of the income statement. The Authority forecasts traffic to be 4,217 assignments for 2010.

Also, the Authority has collective agreements, service contracts and leases that it must honor during the planning period as these are explained in this section.

COLLECTIVE LABOUR AGREEMENTS

The Authority has five Collective Agreements, four with Pilot Corporations and one with Public Service Alliance of Canada (P.S.A.C.) which represents the clerical staff and despatchers employed by the Authority. The four collective agreements with the Pilot Corporations have been renegotiated for a five year period and will expire March 31, 2012. The pilots and the Authority have also entered into agreement to give up their right to strike and withhold services for a period of five years up to March 31, 2011. The Authority collective agreement with P.S.A.C. employees has been renegotiated for a five year period and will expire June 30, 2011.

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PILOT BOAT CONTRACTS

The Authority contracts for pilot boat services at both Port Weller and Port Colborne. These contracts are in place up to the 2010 season.

Both of these pilot boats (including crew) are at a fixed rate per month. The cost of obtaining this service is approximately $550,000 per annum for both contracts.

LAND TRANSPORTATION CONTRACTS

The contract for Land Transportation services to transfer pilots between St. Lambert and Beauharnois, Quebec, and Cornwall, Ontario will expire on December 31, 2009. The contract for Land Transportation services to transfer pilots between Cornwall, Ontario and Snell Lock (U.S.), St. Lambert, Quebec and Cape Vincent, New York will expire on December 31, 2011. The contract for the Land Transportation services to transport pilots to points in the area of the Welland Canal will expire on December 31, 2010.

The cost of obtaining these services will be directly related to the volume of assignments. The cost for 2010 is estimated to be $350,000.

It is difficult to forecast these cost increases over the planning period because of the upward pressure on oil and gas prices and insurance costs. The exact effect of these increases cannot be forecasted at this time.

LEASES

The Authority relocated its head office to a new location in 1994. The head office facility is under a five (5) year lease, which expires in 2014. This lease has an annual cost of approximately $82,000 for 2009 and increases as per the Canadian Consumer Price Index for 2010 and subsequent years. The landlord is the St. Lawrence Seaway Management Corporation.

COMPUTER SYSTEM SUPPORT

The Authority has a computer software and Web-site support agreement with Klein Systems of Vancouver, B.C. for a fixed annual price of $21,000 per year. This agreement is a yearly one and can be terminated without cost at any time.

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SUMMARY OF 2010-2014 CORPORATE PLAN

STATEMENT OF HUMAN RESOURCES

GREAT LAKES PILOTAGE AUTHORITY
CORPORATE PLAN
STATEMENT OF HUMAN RESOURCES AT YEAR END

	ACTUAL 2004	ACTUAL 2005	ACTUAL 2006	ACTUAL 2007	ACTUAL 2008	FORECAST 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
ADMINISTRATION											
CEO	1	1	1	1	1	1	1	1	1	1	1
ADMINISTRATIVE OFFICERS	4	4	5.0	6	6	5.5	5.5	5.5	5.5	5.5	5.5
ADMINISTRATIVE SUPPORT	3.5	3.5	3.5	3	3	2.5	2.5	2.5	2.5	2.5	2.5
TOTAL	8.5	8.5	9.5	10	10	9	9	9	9	9	9
OPERATION											
FULL TIME PILOTS	60	59	60	61	60	53	50	47	47	47	47
CONTRACT PILOTS (5)	4	1	3	2	5	7	7	8	8	8	8
DISPATCHERS (Full time)	8	8	8	8	8	8	8	8	8	8	8
DISPATCHERS (Part time) (.5)	2	2	1	2	2	1	1	1	1	1	1
	71	68.5	70	71	71.5	66	62	59.5	59.5	59.5	59.5
TOTAL MANPOWER	79.5	77.0	79.5	81.0	81.5	74.0	71.0	68.5	68.5	68.5	68.5

FULL TIME PILOTS AT DECEMBER 31

	2009	2010
CORNWALL DISTRICT	19	18
DISTRICT NO. 1	7	6
LAKE ONTARIO	5	5
DISTRICT NO. 2	19	19
DISTRICT NO. 3	3	2
	53	50

CONTRACT PILOTS (.5) AT DECEMBER 31

CORNWALL DISTRICT	2	2
DISTRICT NO. 1	-	-
LAKE ONTARIO	1	1
DISTRICT NO. 2	3	3
DISTRICT NO. 3	1	1
CHURCHILL	-	-
	7	7
TOTAL PILOTS	56.5	53.5

GREAT LAKES PILOTAGE AUTHORITY
SUMMARY OF 2010-2014 CORPORATE PLAN

INCOME STATEMENT

GREAT LAKES PILOTAGE AUTHORITY

CORPORATE PLAN

(000'S)

	ACTUAL 2008	FORECAST 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
REVENUES							
PILOTAGE	$ 15,647	$ 11,325	$ 12,086	$ 13,053	$ 14,097	$ 14,620	$ 14,956
TEMPORARY SURCHARGE	289	1,186	1,812	1,958	2,115	2,178	2,243
INVESTMENTS	29	5	-	-	8	18	27
OTHER	64	55	50	55	55	55	55
TOTAL	$ 16,029	$ 12,571	$ 13,948	$ 15,066	$ 16,275	$ 16,771	$ 17,281
EXPENSES							
PILOT WAGES	$ 7,956	$ 7,314	$ 6,744	$ 6,946	$ 7,085	$ 7,227	$ 7,372
PILOT OVERTIME	1,433	550	600	750	800	816	832
PILOT PRODUCTIVITY	708	-	110	190	240	245	250
PILOT FRINGE BENEFITS	1,955	1,828	1,686	1,737	1,771	1,807	1,843
OPERATION SALARIES	795	765	765	780	796	812	828
OPERATION FRINGE BENEFITS	192	222	222	226	231	235	240
TRAVEL EXPENSES	1,022	856	923	989	1,057	1,076	1,095
PILOT BOAT	592	590	630	643	656	669	682
LAND TRANSPORTATION	467	365	375	384	392	400	408
PILOT LAPTOP & NAVIGATION SOFTWARE	161	79	84	89	93	93	93
TERMINATION BENEFITS	(495)	226	233	238	243	248	253
COMMUNICATION	47	50	50	50	50	50	50
DISPATCH SERVICES	51	48	50	50	50	50	50
UTILITIES, SUPPLIES & RENT	156	170	100	100	100	100	100
TRAINING	110	-	75	100	100	100	100
TOTAL	$ 15,150	$ 13,063	$ 12,648	$ 13,272	$ 13,664	$ 13,928	$ 14,196
OPERATING MARGIN	$ 879	(492)	$ 1,300	$ 1,794	$ 2,611	$ 2,843	$ 3,085
ADMINISTRATION EXPENSES							
SALARIES	$ 574	$ 575	$ 551	$ 562	$ 573	$ 584	$ 596
FRINGE BENEFITS	154	168	160	163	166	169	173
UTILITIES AND RENT	111	90	90	92	94	96	98
DIRECTOR FEES	51	48	48	48	48	48	48
DIRECTOR TRAVEL	72	45	45	45	45	45	45
ADMINISTRATION TRAVEL	104	45	65	45	65	45	65
COMMUNICATION	12	15	15	15	15	15	15
TERMINATION BENEFITS	(149)	56	56	57	58	59	60
PROFESSIONAL FEES	74	140	100	100	100	100	100
TRAINING	6	-	-	10	10	10	10
AMORTIZATION	62	55	53	45	45	35	35
BAD DEBT EXPENSE	25	25	-	-	-	-	-
INTEREST EXPENSE	20	45	70	50	20	10	-
TOTAL	$ 1,116	$ 1,307	$ 1,253	$ 1,232	$ 1,239	$ 1,216	$ 1,245
SURPLUS (LOSS) FOR THE YEAR	$ (237)	$ (1,799)	$ 47	$ 562	$ 1,372	$ 1,627	$ 1,840
PILOT NUMBERS	62.5	56.5	53.5	51	51	51	51
EFFECTIVE PILOTS	62.5	54	51	51	51	51	51
TARIFF ADJUSTMENTS	2.5%	4.0%	3%	3%	3%	3%	3%
TEMPORARY SURCHARGE	2.0%	6% to 15%	Maintain 15%	Maintain 15%	Maintain 15%	Maintain 15%	Maintain 15%
RATE OF INFLATION	2.2%	2.5%	2.0%	2.0%	2.0%	2.0%	2.0%
RATE OF WAGE INCREASE	2.50%	1.5% to 3%	1.5% to 3%	2% to 3%	2.0%	2.0%	2.0%
TRAFFIC INCREASE (DECREASE)	-17%	-30%	5%	5%	5%	0%	0%
ASSIGNMENTS	5,694	4,018	4,217	4,428	4,649	4,649	4,649

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SUMMARY OF 2010-2014 CORPORATE PLAN

BALANCE SHEET

GREAT LAKES PILOTAGE AUTHORITY
CORPORATE PLAN
(000'S)

	ACTUAL 2008	FORECAST 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
ASSETS							
CURRENT ASSETS							
CASH	$ 66	-	-	$ 81	$ 5	(20)	$ 74
SHORT TERM INVESTMENTS	1,708	-	-	-	1,600	3,400	5,300
ACCOUNTS RECEIVABLE	2,298	2,200	2,363	2,428	2,495	2,564	2,635
	4,072	2,200	2,363	2,509	4,100	5,944	8,009
LONG TERM INVESTMENTS							
LONG TERM INVESTMENTS - REGULAR	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
FIXED ASSETS	656	659	729	749	769	789	809
LESS: ACCUMULATED DEPRECIATION	(433)	(488)	(541)	(586)	(631)	(666)	(701)
	223	171	188	163	138	123	108
TOTAL ASSETS	$ 4,295	$ 2,371	$ 2,551	$ 2,672	$ 4,238	$ 6,067	$ 8,117
LIABILITIES							
BANK INDEBTEDNESS AND BANK OVERDRAFT	$ -	$ 1,126	$ 672	$ -	$ -	$ -	$ -
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	4,993	4,037	4,537	4,673	4,766	4,861	4,958
ACCRUED TERMINATION BENEFITS	2,865	2,568	2,657	2,752	2,853	2,960	3,073
TOTAL LIABILITIES	7,858	7,733	7,866	7,426	7,619	7,821	8,031
SHAREHOLDER EQUITY							
COMMON STOCK	-	-	-	-	-	-	-
CONTRIBUTED CAPITAL	82	82	82	82	82	82	82
ACCUMULATED DEFICIT	(3,645)	(5,444)	(5,397)	(4,836)	(3,463)	(1,836)	4
	(3,563)	(5,362)	(5,315)	(4,753)	(3,381)	(1,754)	86
TOTAL LIABILITIES AND EQUITY	$ 4,295	$ 2,371	$ 2,551	$ 2,672	$ 4,238	$ 6,067	$ 8,117

GREAT LAKES PILOTAGE AUTHORITY
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STATEMENT OF CASH FLOWS

GREAT LAKES PILOTAGE AUTHORITY

CORPORATE PLAN

(000'S)

	ACTUAL 2008	FORECAST 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
CASH PROVIDED BY (USED IN):							
OPERATING ACTIVITIES							
NET SURPLUS (LOSS) FOR THE YEAR	$ (237)	$ (1,799)	$ 47	$ 562	$ 1,372	$ 1,627	$ 1,840
ITEMS NOR REQUIRING CASH							
EMPLOYEE FUTURE BENEFITS	(823)	(297)	89	95	101	107	113
AMORTIZATION	61	55	53	45	45	35	35
UNREALIZED GAINS ON INVESTMENTS	(6)	6					
AMORTIZATION OF DISCOUNT ON INVESTMENTS	-	-	-	-	-	-	-
GAIN ON DISPOSAL OF PROPERTY AND EQUIPMENT	-	-	-	-	-	-	-
NET CHANGE IN NON CASH WORKING CAPITAL	(1,043)	(858)	337	71	26	26	26
	$ (2,048)	$ (2,893)	$ 526	$ 773	$ 1,544	$ 1,795	$ 2,014
INVESTING ACTIVITIES							
PURCHASE OF INVESTMENTS	(1,702)	-	-	-	(1,500)	(3,400)	(5,300)
DISPOSAL OF INVESTMENTS	3,729	1,702	-	-	-	1,600	3,400
PROCEEDS FROM DISPOSAL OF PROPERTY AND EQUIPMENT	-	-	-	-	-	-	-
ACQUISITION OF CAPITAL ASSETS	(146)	(3)	(70)	(20)	(20)	(20)	(20)
	$ 1,881	$ 1,699	$ (70)	$ (20)	$ (1,520)	$ (1,820)	$ (1,920)
INCREASE (DECREASE) IN CASH	(167)	(1,194)	456	753	(76)	(25)	94
CASH, BEGINNING OF YEAR	233	66	$ (1,128)	$ (672)	81	5	$ (20)
CASH, END OF YEAR	$ 66	$ (1,128)	$ (672)	$ 81	$ 5	$ (20)	$ 74

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SUMMARY OF 2010-2014 CORPORATE PLAN

CAPITAL BUDGET

GREAT LAKES PILOTAGE AUTHORITY

CORPORATE PLAN

('000'S)

	ACTUAL 2008	FORECAST 2009	BUDGET 2010	BUDGET 2011	BUDGET 2012	BUDGET 2013	BUDGET 2014
BUILDINGS	$ -	$ -	$ -		$ -	$ -	$ -
FURNITURES & FIXTURES	71	-	50	-	-	-	-
COMPUTER HARDWARE & SOFTWARE	75	3	20	20	20	20	20
	$ 146	$ 3	$ 70	$ 20	$ 20	$ 20	$ 20

In 2010, the Authority plans to spend $50,000 on leasehold improvements at its head office in Cornwall. During the planning period, the Authority will continue to invest in the Authority's operating software and hardware.